

THE GOVERNMENT'S DIGITAL COMMUNICATION STRATEGY IN MANAGING EMPLOYMENT INFORMATION THROUGH INSTAGRAM: A CASE STUDY OF SIDAKEPTRI MOBILE IN CIMAHY CITY

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INFO ARTIKEL	ABSTRAK
Diterima: 05 Februari 2026 Direvisi: 25 Maret 2026 Disetujui: 12 April 2026 Tersedia Daring: 30 April 2026 Kata Kunci: Strategi Komunikasi; Komunikasi Pemerintahan Digital; Instagram; Pelayanan Publik; Sidakeptri Mobile	Transformasi digital mendorong pemerintah untuk mengembangkan strategi komunikasi yang mampu memadukan penyebaran informasi, interaksi masyarakat, dan pelayanan publik berbasis digital. Penelitian ini bertujuan menganalisis strategi komunikasi Dinas Tenaga Kerja Kota Cimahi dalam mengelola informasi Sidakeptri Mobile melalui Instagram. Penelitian menggunakan pendekatan kualitatif dengan metode studi kasus deskriptif dan paradigma konstruktivisme-interpretivisme. Data diperoleh melalui wawancara semiterstruktur, observasi, dan dokumentasi, kemudian dianalisis secara interaktif melalui reduksi data, penyajian data, dan penarikan kesimpulan. Hasil penelitian menunjukkan bahwa strategi komunikasi dijalankan melalui identifikasi persoalan komunikasi publik, koordinasi dan verifikasi internal, perencanaan dan pengemasan pesan, pemanfaatan Instagram, komunikasi dua arah, pengelolaan umpan balik masyarakat, serta evaluasi berkelanjutan. Instagram tidak hanya berfungsi sebagai media penyebaran informasi, tetapi juga menjadi penghubung antara pemerintah, masyarakat, dan layanan ketenagakerjaan digital. Penelitian ini menghasilkan Model Strategi Komunikasi Pemerintahan Digital Terpadu yang bersifat sirkular dengan lima karakter utama, yaitu informatif, edukatif, adaptif, interaktif, dan koordinatif. Temuan ini menegaskan bahwa efektivitas komunikasi digital pemerintah ditentukan oleh keterpaduan komunikasi internal, kualitas pengelolaan pesan, keterlibatan masyarakat, dan evaluasi yang mendukung pemanfaatan layanan publik digital.
Keywords:	ABSTRACT
Communication Strategy; Digital Government Communication; Instagram; Public Services; Sidakeptri Mobile	<i>Digital transformation encourages governments to develop communication strategies that integrate information dissemination, public interaction, and digital-based public services. This study aims to analyse the communication strategy of the Cimahi City Manpower Office in managing Sidakeptri Mobile information through Instagram. This study employed a qualitative approach using a descriptive case study method and a constructivism-interpretivism paradigm. Data were collected through semi-structured interviews, observation, and documentation, and were analysed interactively through data reduction, data display, and conclusion drawing. The findings show that the communication strategy involves identifying public communication issues, internal coordination and verification, message planning and packaging, Instagram utilisation, two-way communication, public feedback management, and continuous evaluation. Instagram functions not merely as an information dissemination channel but also as a bridge connecting</i>

the government, the public, and digital employment services. This study proposes an Integrated Digital Government Communication Strategy Model characterised by a cyclical process and five key attributes: informative, educative, adaptive, interactive, and coordinative. The findings confirm that the effectiveness of government digital communication depends on the integration of internal communication, message management quality, public engagement, and continuous evaluation that supports the utilisation of digital public services.

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1. Introduction

The development of digital technology has changed the government's communication pattern in conveying information and providing services to the community. Digital media allow public information to be delivered faster, more widely, and more interactively than conventional media. This change has also shifted the position of the public from a mere recipient of information to a party that can respond, ask questions, and interact directly with government agencies. In the context of government communication, communication is an important part of connecting government organisations with the community while supporting the creation of a shared understanding of the information and services provided (Hasan, 2005). Social media then developed as one of the means that supports this communication pattern because it is able to expand the reach of information while providing a space for interaction between organisations and their publics (Sweetser & Kelleher, 2011).

Government communication in the digital environment is not only related to the delivery of information to the public, but also to the communication process that takes place within the organisation. Silalahi differentiates government communication into internal and external communication. Internal communication takes place through the flow of information and coordination between organisational elements, while external communication connects the government with the community as service recipients (Silalahi, 2004). The two are interrelated because the information received by the public is basically the result of the process of collection, processing, coordination, and verification that takes place within government organisations. This perspective is important in looking at government digital communication because the quality of messages conveyed through social media cannot be separated from information governance before the message is published.

The need for effective government communication is increasingly important in employment services. Information about job vacancies, training, competency improvement, and various services for job seekers must be received by the public quickly, accurately, and in an easily understood form. The urgency is related to the unemployment problem that the government is still facing. The Central Statistics Agency

recorded Indonesia's Open Unemployment Rate in August 2024 at 4.91 percent (Cimahi City Manpower Office, 2024). In the same period, the Open Unemployment Rate of Cimahi City reached 8.97 percent (Cimahi City Manpower Office, 2024). This condition shows that employment problems are not sufficiently addressed through the provision of programmes and job opportunities, but also require a communication strategy that is able to bring the community together with the information and services provided by the government.

The Cimahi City Manpower Office developed the Integrated Employment Data and Training Information System, or SidakepTri Mobile, as part of the digitisation of employment services. SidakepTri Mobile is used to support the provision of employment information and services, including information on job opportunities, job vacancies, training, and services for job seekers (Cimahi City Manpower Office, 2024). The existence of these digital services requires the right communication support so that the benefits can be known and used by the public. The presence of a public service application does not automatically make the public know, understand, and utilise the service. There are still problems in the form of uneven dissemination of information, a level of *awareness* of SidakepTri Mobile that needs to be improved, differences in digital literacy skills, the use of unofficial employment information sources, and the need for internal coordination to ensure that the information conveyed to the public remains accurate and relevant.

Instagram is used by the Cimahi City Manpower Office as one of the channels to disseminate information about SidakepTri Mobile and other employment services. The use of Instagram can be understood from the perspective of digital communication. Severin and Tankard explained that the digital communication environment has characteristics in the form of *cyberspace*, *virtual community*, interactivity, and multimedia (Severin & Tankard, 2001). These characteristics allow information to be conveyed through a combination of text, images, videos, and various forms of interaction in one communication space. In practice, Instagram's visual and multimedia characters allow employment information to be packaged through infographics, videos, *Reels*, *Story*, and *caption* that are simpler and easily accessible to the public.

The government's use of social media should also not stop at publication activities. Digital media provide opportunities for the creation of mutual communication between the government and the public. Kent, through dialogical communication theory, places dialogue as an important part of the organisation's relationship with the public. Digital media can provide a space for organisations to listen, respond, build engagement, and maintain relationships with the public more openly (Kent, 2013). In this study, this perspective is strengthened by the concept of *two-way symmetrical communication*, which emphasises the importance of a two-way information exchange process, the use of language that is easy to understand, the clarity of the communication process, the balance of the position of communicator and communicant, and the evaluation of the communication process that has taken place (Willacy, 2016). The effectiveness of the government's Instagram can therefore not only be seen from the amount of information published, but also through the government's ability to open up spaces for interaction and respond to people's needs.

A number of previous studies have discussed government communication and the use of digital media. Pratama and Abrar found that public acceptance of public service information through government social media is influenced by users' experiences and meanings, so that content publication does not necessarily produce the same level of understanding for every audience (Pratama & Abrar, 2025). Fardiah et al. show that digital transformation through an Electronic-Based Government System can support the effectiveness and transparency of public services, but its success is still influenced by organisational readiness, digital literacy, and the government's ability to manage communication with the public (Fardiah, 2024). Meanwhile, Syahira and Wiwitan showed the importance of setting goals, adjusting messages, and choosing channels in building a communication strategy that suits the characteristics of the audience (Syahira & Wiwitan, 2022). These various studies show that the use of digital technology requires communication planning that considers the character of the media, the organisation, the message, and the community as recipients of information.

However, previous studies still tend to discuss message reception, digital media use, government transformation, and communication strategies separately. Studies that specifically link the internal communication process of government organisations with the management of external communication through social media in application-based employment services are still limited. Problem identification, coordination and division of roles, information verification, message planning, two-way communication, and communication evaluation are often placed as stand-alone parts. In fact, the information received by the public through social media is the result of a series of organisational processes before the message is published. This gap is important in the context of SidakepTri Mobile because Instagram not only functions as a publication medium, but also serves as a link between government organisations, public information needs, and the use of digital employment services.

To explain the process, this study uses the strategic *public relations* model of Cutlip, Center, and Broom as the main analytical framework. This model places communication strategy as a managerial process consisting of four stages, namely *defining the problem*, *planning and programming*, *taking action and communicating*, and *evaluating the program* (Cutlip et al., 2016). The stage of *defining the problem* is directed at the identification of facts, needs, and public problems. The stage of *planning and programming* relates to the preparation of goals, strategies, messages, and actions based on the results of problem identification. The stage of *taking action and communicating* is the implementation of the programme and the delivery of messages to the public, while *evaluating the program* is used to assess processes and communication outcomes as a basis for further improvement. The framework allows communication strategies to be understood as a systematic and sustainable series of stages, not just a publication activity through social media.

The main framework is strengthened by Silalahi's concept of government communication to see the relationship between internal and external communication, Severin's concept of digital communication to understand the characteristics of digital media, Kent's dialogical theory to analyse the quality of government–public relations,

and Willacy's concept of *two-way communication* to see the process of mutual communication. The integration of perspectives is used so that the government's communication strategy can be analysed more comprehensively, starting from the process of information management within the organisation to message delivery, community interaction, and communication evaluation through Instagram.

The novelty of this research lies in the understanding of digital government communication strategies as a process that integrates the internal and external dimensions of the organisation. The internal dimension includes identifying communication problems, coordination, division of roles, and verifying information. The external dimension includes message packaging, Instagram usage, two-way communication, community feedback management, and communication evaluation. The integration places Instagram not only as an information distribution channel, but also as part of the government communication ecosystem that connects internal information governance, community needs, and the use of digital-based public services.

Based on these problems, this study aims to analyse the communication strategy of the Cimahi City Manpower Office in managing SidakepTri Mobile information through its official Instagram account. The analysis includes the identification of communication problems, the development of two-way communication, strategies to overcome obstacles, coordination and division of internal roles, and the use of Instagram content in disseminating information. This research is expected to strengthen the study of government communication strategies in the digital environment as well as produce an understanding of informative, educative, adaptive, interactive, and coordinative communication management in supporting digital-based employment services.

2. Method

This research uses a qualitative approach with a descriptive case study method and a *constructivism–interpretivism* paradigm. This approach was chosen to gain an in-depth understanding of the communication strategy of the Cimahi City Manpower Office in managing SidakepTri Mobile information through its official Instagram account. A descriptive case study is used because the research is directed at understanding the communication process that takes place in a certain context, starting from problem identification, message management, interaction with the community, and internal coordination, to communication evaluation. The *constructivism–interpretivism* paradigm is used to understand the reality of communication based on the experience, interaction, and meaning of the actors involved in the management and reception of SidakepTri Mobile information (Creswell, 2014).

The research informants were determined using *purposive sampling* based on considerations of information mastery, direct involvement, experience, and relevance to the research focus (Sugiyono, 2020). The research involved four informants representing different perspectives, namely Neni Yulianita, Dra., M.Si. as an academic expert in *public relations*; Tresna Nur Ramdhani, S.E., M.M. as Head of Training, Labour Placement and Transmigration of the Cimahi City Manpower Office; Raka Dwiman H. as Job Introduction staff and *person in charge* (PIC) of the Instagram account of the Cimahi City Manpower

Office; and Muhammad Haidar Najar as a member of the Cimahi City community who receives and utilises employment information. The four informants each represent scientific, institutional, operational, and audience perspectives so that they can provide a more complete picture of the communication strategy being studied.

Data were collected through observation, semi-structured interviews, and documentation. Observations were made of communication activities on the official Instagram account of the Cimahi City Manpower Office, especially the pattern of message delivery, the form and format of content, as well as the interaction formed between the government and the community related to SidakepTri Mobile. Semi-structured interviews were used to explore the informants' experiences and views in depth while still referring to the focus of the research. Documentation was carried out through searching archives, supporting documents, and digital content related to the dissemination of SidakepTri Mobile information. The use of these three techniques is intended so that the data obtained complement each other and provide a more comprehensive understanding of the phenomenon being studied (Alaslan, 2021).

Data analysis was carried out interactively by referring to the Miles and Huberman model, which includes data reduction, data display, and conclusion drawing and verification (Miles et al., 2019). The data from interviews, observations, and documentation were first selected based on their relevance to the focus of the research, then grouped thematically to find patterns of relationships between findings. The categorised data were then presented in the form of a narrative description and analysed using the strategic *public relations* framework of Cutlip, Center, and Broom, which includes *defining the problem*, *planning and programming*, *taking action and communicating*, and *evaluating the program*. The analysis is strengthened by the concepts of government communication, digital communication, *dialogic public relations*, and two-way communication to explain internal and external processes in the management of SidakepTri Mobile information.

The validity of the data was tested through source triangulation by comparing information obtained from academics, structural officials, social media managers, and the public. Comparisons between sources are used to identify the suitability, differences, and specificity of information before drawing conclusions. The results of the interviews were also compared with observational data and documentation to strengthen the consistency of the findings. The technique is used so that the resulting interpretation does not only rest on one perspective, but reflects the communication phenomenon being studied more credibly (Moleong, 2017).

3. Result and Discussion

Identifying Problems as the Basis of Digital Communication Strategies

The results of the study show that the communication strategy of the Cimahi City Manpower Office in managing SidakepTri Mobile information begins with the identification of communication problems that develop in the community. These problems include the uneven dissemination of employment information, the low level of public awareness of SidakepTri Mobile, the quality and accuracy of information, public

understanding of the message, the suitability of information with target characteristics, and the capacity of human resources in managing digital communication. These findings show that there is a gap between the availability of digital-based employment services and the ability of the information to reach and be utilised by the community.

The gap in information dissemination is one of the most prominent problems. The results of the interviews show that some people are still late in obtaining information about job vacancies and training and do not fully know the existence of SidakepTri Mobile. At the same time, the public can also obtain employment information from unofficial sources that cannot necessarily be accounted for. This condition means that the Cimahi City Manpower Office not only needs to expand the reach of information, but also to ensure that the public obtains accurate, easy-to-understand information from official government channels. Earlier research findings likewise show that the existence of digital services has not automatically resulted in comprehensive information affordability (Alivia, 2024).

Another issue is related to the level of public *awareness* of SidakepTri Mobile. The public informant revealed that he knew the application through the Instagram account of the Cimahi City Manpower Office before then looking for more information and using the available services. These findings show that Instagram has an important function as a link between the community and SidakepTri Mobile. However, the use of social media is not enough if the message conveyed is not adjusted to the needs of the audience. Service information needs to be presented in simple language, with easy-to-understand visuals and sufficient explanations of service procedures and benefits.

The findings are in accordance with the *defining the problem* stage in the Cutlip, Center, and Broom model. At this stage, the organisation first conducts *fact finding* to understand the facts, public needs, and issues that affect the organisation's relationship with the community before determining the communication programme (Cutlip et al., 2016). In the context of this study, Instagram is not the starting point of a communication strategy, but is the medium chosen after the Cimahi City Manpower Office understands the problems faced by the community. This shows that an effective digital communication strategy needs to be based on public needs, not solely on the tendency to use a platform.

The results of the research are also in line with Fardiah et al., who show that the government's digital transformation requires organisational readiness, digital literacy, and the ability to manage communication with the community (Fardiah, 2024). These findings expand this understanding by showing that communication readiness needs to begin with multidimensional problem mapping, both from the community and from within the organisation. Identification of access to information, *awareness*, credibility of information, message understanding, audience characteristics, and organisational capacity then becomes the basis for the Cimahi City Manpower Office in determining the form of SidakepTri Mobile's message and communication strategy through Instagram.

Message Packaging and Communication Adaptation via Instagram

The results of the study show that the Cimahi City Manpower Office made adjustments to the form and method of delivering SidakepTri Mobile information based

on the characteristics of the community as message recipients. Employment information that is essentially formal and administrative is not delivered using rigid bureaucratic communication patterns, but is packaged through simpler language and communicative visual displays. The strategy is based on the understanding that people's ability to receive information varies, so that the use of overly technical terms can make it difficult to understand. The Job Introduction staff and PIC of Instagram explained that his party tries to use simple language and attractive designs so that people are interested in reading and find it easier to understand the information conveyed.

Message packaging is also carried out through the use of Instagram's multimedia characteristics. The observation results showed that information about SidakepTri Mobile was presented through a combination of short text, visual illustrations, a design consistent with the organisation's identity, and a layout that helped the public recognise important parts of the information. The use of infographics, videos, *captions*, and other forms of visual content allows information about job vacancies, training, and employment services to be simplified without losing its main substance. These findings show that visual and verbal elements are not used separately, but complement each other to build public attention and understanding.

The selection of Instagram is a form of adaptation to changes in people's behaviour in obtaining information. The platform is considered to have a visual, interactive, easily accessible character and is widely used by people of productive age who are the main target of employment services. Instagram also allows time-bound information, such as job openings and training, to be delivered more quickly. Speed is an important part because employment information received after the registration deadline expires will lose its practical benefit to the community. The use of Instagram is thus based not only on the popularity of the platform, but also on its suitability with the character of the information and the needs of the audience.

The findings relate to the stages of *planning and programming* and *taking action and communicating* in the Cutlip, Center, and Broom model. The planning stage can be seen when the Cimahi City Manpower Office determines the form of messages and media based on the needs of the community, while the implementation stage is realised through the publication of actual information through Instagram (Cutlip et al., 2016). From the perspective of digital communication, the use of text, images, videos, and interactive features also shows the use of multimedia characters that allow information to be conveyed more quickly and in more varied forms (Severin & Tankard, 2011). The adaptation shows that the government does not require the public to adjust to the bureaucratic communication pattern, but rather adjusts the communication pattern to the community's habits in accessing digital information.

The results of this study reinforce the findings of Fardiah et al. that the effectiveness of government communication through social media is influenced by the ability of organisations to package information to make it interesting and informative (Fardiah, 2024). This study further shows that visual appeal cannot stand alone because it must be followed by narrative clarity, accuracy of information, and suitability of the message with the characteristics of the recipient. The packaging of SidakepTri Mobile information

through Instagram thus reflects an adaptive communication strategy, namely integrating the substance of government information with simple language, communicative visuals, and media characters that are in accordance with the information consumption patterns of the digital community.

Two-Way Communication and Community Engagement

The findings of the study show that the two-way communication that takes place is still more responsive in nature. The office provides responses when the public asks questions or needs certain information, but the interaction has not fully developed into a planned and ongoing dialogue. This condition shows that public relations practices on social media cannot rely only on responding to community needs, but need to be developed more strategically by understanding the needs and patterns of stakeholder engagement. Wiwitan et al. (2026) indicate that the development of *public relations* in the digital and AI era encourages organisations to leverage audience behaviour analysis and predictive data to strengthen stakeholder engagement, although authentic relationships still require the role of humans as the centre of communication.

Community involvement through social media also has strategic value for public services. Questions, comments, and community responses provide information about the needs, difficulties, or ambiguity of messages that have not been fully identified by the organisation. Wiwitan et al. (2026) emphasise that strengthening stakeholder engagement in the digital environment can be done through the use of information about audience behaviour and responses to increase the relevance of communication. In this study, stakeholder engagement is not only understood as a result of message delivery, but as a process that requires an organisation's ability to understand public responses and adjust its communication strategies.

Community involvement on the Cimahi City Manpower Office's Instagram can therefore be understood not only as an indicator of two-way communication, but also as a source of information for the organisation in understanding the needs of the community. The more the office is able to process these responses into the basis for determining messages, forms of information services, and subsequent communication, the stronger the function of Instagram as a public relations medium oriented towards stakeholder involvement.

Internal Coordination and Evaluation as the Foundation of Government Digital Communication

The results of the study show that the quality of SidakepTri Mobile's communication through Instagram is not only determined by the manager's ability to create content, but also by internal coordination before information is published. The process starts from the preparation of information concepts, discussions between personnel, and division of tasks in the preparation of narratives, documentation and visuals, to confirmation with the field that masters the substance of the information. Coordination takes place horizontally between team members, vertically with field heads, the secretary and the head of the office, and diagonally with other units including Diskominfo. This pattern shows that the government's external communication is

basically the result of an internal communication process that takes place in a structured manner.

Verification is an important stage because every piece of information published through official accounts brings the legitimacy of government institutions. The Job Introduction staff and PIC of Instagram explained that new information is first confirmed with the responsible field to ensure that there are no errors and that the substance of the message is in accordance with actual conditions. This mechanism shows that the speed of digital communication must still be balanced with accuracy, consistency, and accountability of information. The findings of the study place coordination not just as a division of administrative work, but as a mechanism to control the quality of public communication so that the information received by the public can be trusted and accounted for.

Evaluation is an integral part of the communication process. After the information is published, the community's response is used to see the affordability and understanding of, and the remaining need for, information. This process corresponds to the *evaluating the program* stage in the Cutlip, Center, and Broom model, which places evaluation as an effort to assess the implementation and results of communication programmes and provide a basis for refining the next strategy (Cutlip et al., 2016). Zumofen and Mabillard's research in 2025 also shows that the evaluation of public engagement on government social media should not only rely on metrics in the form of reactions, comments, or *shares*, but should also pay attention to the quality of exchanges between the government and the community (Zumofen & Mabillard, 2025). These findings are relevant to SidakepTri Mobile because public *feedback* can provide information about the parts of messages and services that still need improvement.

The relationship between coordination and evaluation forms a continuous communication cycle. Information is compiled and verified internally, published to the public, and receives a response, and the results of the response then become input for the organisation. This pattern is in line with Atnan and Sembada's research on the Bandung City Government's social media, which shows the importance of managing the digital communication environment in shaping public engagement (Atnan & Sembada, 2025). Recent research on government social media communication also shows that the quality of information, operational systems, interactive services, and media usage strategies are interrelated in determining the effectiveness of government communication (Liu et al., 2025). This means that the success of government social media cannot be separated from the organisational governance behind digital publication activities.

The findings of this study finally show that internal coordination and evaluation are two interrelated foundations in the digital communication of the Cimahi City Manpower Office. Coordination ensures that the information published has gone through role sharing, substance verification, checking, and approval, while evaluation allows the organisation to understand the community's response and improve subsequent communication. Research on the social media communication planning of the West Java Diskominfo also emphasised the importance of content management procedures in

supporting the quality of public services (Zharfan et al., 2024). This study expands on these findings by showing that the management of government digital communication forms a cycle: internal coordination, verification, publication, community *feedback*, evaluation, and improvement of information. The quality of public communication through Instagram thus begins with the quality of communication and information governance within government organisations.

Integrated Digital Government Communication Strategy Model

Based on the overall findings of the research, the communication strategy of the Cimahi City Manpower Office in managing SidakepTri Mobile information can be constructed as a model of an integrated digital government communication strategy. This model shows that government digital communication does not run as a stand-alone publication activity, but as a process that connects the identification of community problems, planning and packaging of messages, internal coordination, the use of Instagram, interaction with the public, and communication evaluation. Each stage influences the others and forms a continuous cycle so that the information conveyed is not only oriented to affordability, but also to the understanding and utilisation of services by the community.

The process begins with the identification of communication problems that include gaps in information dissemination, low *awareness* of SidakepTri Mobile, the credibility of the information source, the ability of the community to understand the message, the characteristics of the audience, and the communication capacity of the organisation. These findings then became the basis for compiling information that was more relevant to the needs of the community. Messages are packaged using simple language, communicative visuals, and a format that matches Instagram's character. This pattern shows that communication strategies are built based on public needs first, then translated into message and media choices. This approach is in line with the Cutlip, Center, and Broom model that places *defining the problem* and *planning and programming* as a foundation before the organisation implements communication (Cutlip et al., 2016).

The implementation of the strategy is realised through Instagram as a space for the dissemination of information as well as interaction between the government and the community. Information about job vacancies, training, and SidakepTri Mobile is published in a more accessible format, and then receives responses through comments, direct messages, and other forms of response. This feedback has an important position because it provides new information about the needs, unclear messages, and obstacles experienced by the community. The community is thus not only placed as a recipient of information, but becomes part of the communication process that helps the organisation refine its next strategy. This pattern shows the character of government communication that is more dialogical, responsive, and oriented to public needs (Kent, 2013).

The internal dimension is the element that connects the entire process. Narrative preparation, visual design, documentation, substance verification, approval, and publication are carried out through horizontal, vertical, and diagonal coordination. After the content is published, the community's response is again forwarded into the

evaluation and coordination process to determine the need for improvement. The findings of the research thus produce a communication cycle in the form of problem identification, internal coordination, planning and packaging of messages, publication through Instagram, two-way communication, community feedback, evaluation, and refinement of strategies. The cycle shows that the success of government digital communication depends on the integration between internal governance and external relations with the community. The findings show that the cycle produces public information that is more accurate, consistent, credible, and easy to understand.

Conceptually, the research findings model can be formulated as follows.



Figure 1. Research Conceptual Model

The integrated digital government communication strategy model produced by this research has five main characters, namely informative, educative, adaptive, interactive, and coordinative. The informative character can be seen from the function of delivering accurate employment information; the educative character through efforts to increase public understanding of services; the adaptive character through the adjustment of media and messages to the characteristics of a digital society; the interactive character through two-way communication and the use of feedback; and the coordinative character through inter-unit connectivity in producing and verifying information. This model broadens the understanding of digital government communication by placing Instagram not just as a publication channel, but as part of a public service communication ecosystem that connects internal government processes, community interaction, and the use of digital services. These findings also strengthen Fardiah et al.'s research on the

importance of organisational readiness in transforming government communication, but expand it by showing the circular relationship between internal management, external communication, feedback, and evaluation (Fardiah, 2024).

The model emphasises that digital government communication strategies are circular and adaptive, not linear. Evaluation at the end of the process becomes a new source of information for recognising the next problem, so that the organisation continues to adjust communication based on the dynamics of community needs and the development of digital media. The main contribution of this research lies in the integration of internal communication, digital message management, two-way communication, feedback, and service evaluation in one construction of local government communication strategy. The success of SidakepTri Mobile's communication is therefore not only determined by how widely information is disseminated, but by the ability of the entire communication system to encourage people to know, understand, trust, and ultimately utilise digital employment services.

4. Conclusion

This study shows that the communication strategy of the Cimahi City Manpower Office in disseminating SidakepTri Mobile information through Instagram is an integrated process between internal and external communication management. The strategy starts from identifying problems and information needs of the community, coordinating and verifying information, planning and packaging messages, and utilising the visual and interactive characters of Instagram, through to evaluation based on community response. The process is in line with the stages of the public relations strategy of Cutlip, Center, and Broom, namely *defining the problem, planning and programming, taking action and communicating, and evaluating the program*. Instagram in this process not only functions as a publication medium, but also becomes part of the management of government communication that connects employment information with people's needs for digital services.

Two-way communication through comments and *direct messages* shows that there are efforts to build community engagement, although the interactions that take place still tend to be responsive and have not fully developed into a planned and sustainable dialogue. Reviewed through Kent and Taylor's *dialogic public relations*, the principles of *mutuality, propinquity, and empathy* have been seen through the provision of interaction space, ease of communication access, and response to community needs, while the aspects of *risk* and *commitment* still need to be strengthened through openness to feedback and consistent interaction management. The findings of the research resulted in an understanding of digital government communication strategies that are informative, educative, adaptive, interactive, and coordinative. The strategy places internal coordination, digital communication, dialogue with the community, and evaluation as an interrelated cycle in supporting the use of SidakepTri Mobile as a digital employment service.

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